



CONTINUITY AND CHANGE IN ARMED CONFLICT

Recent and ongoing conflicts reinforce the need to balance the technological focus of Army modernization with a recognition of the limits of technology and an emphasis on the human, cultural, and political continuities of armed conflict. Every armed conflict exhibits some combination of violence, emotion, policy, chance, and risk. Fundamentally, war will remain a contest of wills.



THE OPERATIONAL ENVIRONMENT

The following characteristics of the future operational environment are likely to have significant impact on land force operations in the future:

- Decreasing domestic budgets and reduced force structure
- Increased velocity and momentum of human interaction and events
- Potential for enemy capability overmatch
- Proliferation of weapons of mass destruction (WMD)
- Spread of advanced cyberspace and counter-space capabilities
- Demographics and operations among populations, in cities, and in complex terrain

HYBRID STRATEGIES IN A COMPLEX ENVIRONMENT

Diverse enemies will employ traditional, unconventional, and hybrid strategies to threaten U.S. security and vital interests. Threats may emanate from nation states or non-state actors such as, transnational terrorists, insurgents, and criminal organizations. These threats will employ strategies designed to:



Avoid joint, interorganizational and multinational strengths and capabilities



Disrupt access and freedom of movement and action



Emulate friendly technical and tactical capabilities



Expand influence by employing proxies and criminal networks

THE MILITARY PROBLEM

How does the Army conduct Joint operations promptly in sufficient scale, and for ample duration to prevent conflict, shape security environments, and win wars?



SOLUTION: JOINT COMBINED ARMS OPERATIONS

The Army, as part of joint, interorganizational, and multinational teams, protects the homeland and engages regionally to prevent conflict, shape security environments, and create options for responding to and resolving crises. When called upon, globally responsive combined arms teams maneuver from multiple locations and domains to present multiple dilemmas to the enemy, limit enemy options, avoid enemy strengths, and attack enemy weaknesses. Forces tailored rapidly to the mission, exercise mission command and integrate joint, interorganizational, and multinational capabilities. Army forces adapt continuously to seize, retain, and exploit the initiative. Army forces defeat enemy organizations, control terrain, secure



populations, consolidate gains, and preserve joint force freedom of movement and action in the land, maritime, air, space, and cyberspace domains.



TO WIN IN AN INCREASINGLY COMPLEX WORLD...

Provide the Joint Force with multiple options

The Army, as part of joint, interorganizational, and multinational teams, protects the homeland, shapes security environments to prevent conflict, and engages regionally to respond to and resolve crises.



Integrate the efforts of multiple partners

The Army works with joint, interorganizational, and multinational partners to ensure sufficient capacity and interoperability to enhance strategic and operational depth and endurance.

Operate across multiple domains

The Army projects power from land into the maritime, air, space, and cyberspace domains in order to allow the Joint Force freedom of maneuver and action.

Present our enemies with multiple dilemmas

The Army projects national power from and into numerous locations and contested spaces, presenting multiple dilemmas to the enemy, limiting options, and avoiding strengths.



FOUNDATIONAL CAPABILITIES

The Army supports Joint, interorganizational, and multinational partners with foundational capabilities such as communications, intelligence, rotary wing aviation, missile defense, logistics, and engineering. Balanced Joint Force capabilities create synergy and provide the President, Secretary of Defense, and combatant commanders with multiple options to prevent conflict, shape security environments, and win wars.



TENETS OF ARMY OPERATIONS

Tenets guide the generation and application of combat power. Conducting operations consistent with tenets allows forces to achieve operational overmatch and seize, retain, and exploit the initiative. Future Army commanders consider the following tenets when visualizing, describing, directing, leading, and assessing operations:

- Initiative
- Simultaneity
- Depth
- Adaptability
- Endurance
- Lethality
- Mobility
- Innovation



THE CORE COMPETENCIES OF THE ARMY

Core competencies are the Army's strengths, strategic advantages, and essential contributions to the Joint Force.

- Shape the security environment
- Set the theater
- Project national power
- Combined arms maneuver in the air, land, maritime, space, and cyberspace domains
- Wide area security
- Cyberspace operations in the land domain
- Special operations

THE UNITED STATES ARMY OPERATING CONCEPT 2020-2040



TRADOC PAM 525-3-1 at:

<http://www.tradoc.army.mil/tpubs/pams/tp525-3-1.pdf>

Current Army concepts, published under TRADOC Pamphlet 525-series, are available at:



FOR MORE INFORMATION CONTACT:

Joint and Army Concepts Division,
Concept Development and Learning Directorate,
U.S. Army Capabilities Integration Center (ARCIC)
950 Jefferson Avenue
Fort Eustis, VA 23604-5700

FOR ADDITIONAL INFORMATION:

www.dod.gov
www.jcs.mil
www.army.mil
www.tradoc.army.mil
www.arcic.army.mil



TRADOC PAM 525-3-1

ARMY OPERATING CONCEPT

2020-2040

Win in a Complex World

THE UNITED STATES ARMY

